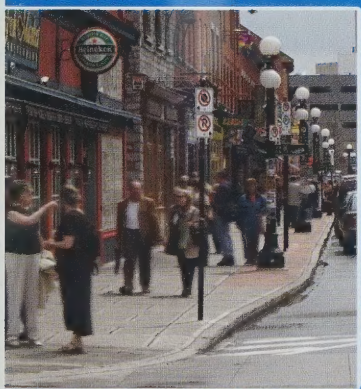
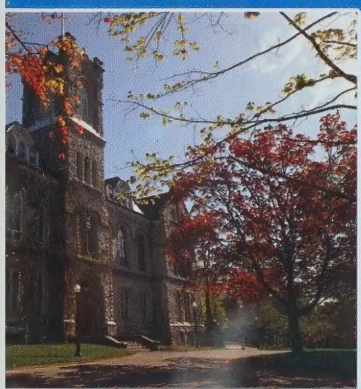


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# Ontario Smart Growth

## Shape the Future

*Eastern Ontario  
Smart Growth Panel*

*Discussion Paper*

Summer 2003

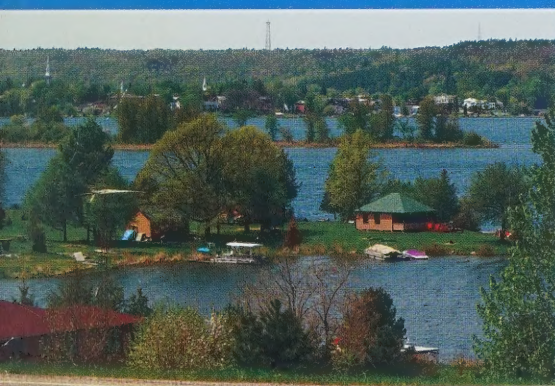
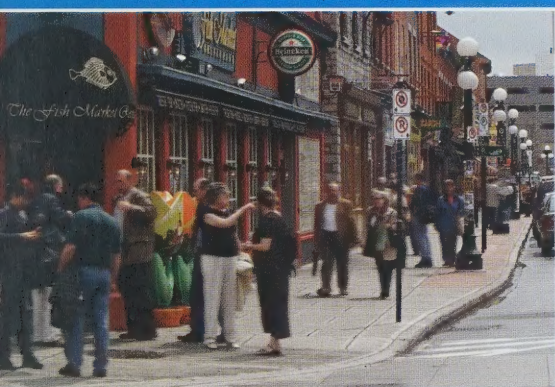
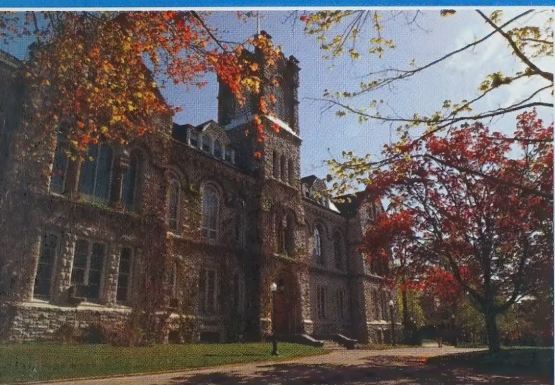
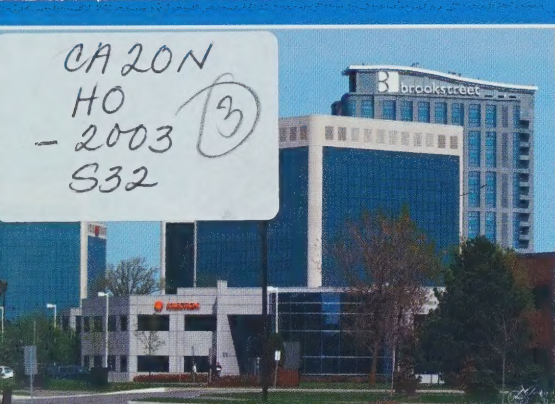






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# Shape the Future

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# Shape the Future

**Eastern Ontario  
Smart Growth Panel**

*Discussion Paper*

Summer 2003



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*This discussion paper contains draft recommendations for managing and promoting future growth in eastern Ontario. The eastern Ontario Smart Growth panel is seeking public input before presenting its final advice to the Ontario Government.*



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## Smart Growth panel seeks public input on the future of eastern Ontario

Maintaining a high quality of life and a choice of rural or urban lifestyles are two of the many reasons for wanting to live and raise a family in eastern Ontario. However, in spite of its many strengths, growth in this zone has not been balanced. While some urban areas have expanded rapidly, many other communities have been static and some have even experienced a decline. The challenge is to build on eastern Ontario's strengths and position it well economically for the new century. The question is how?

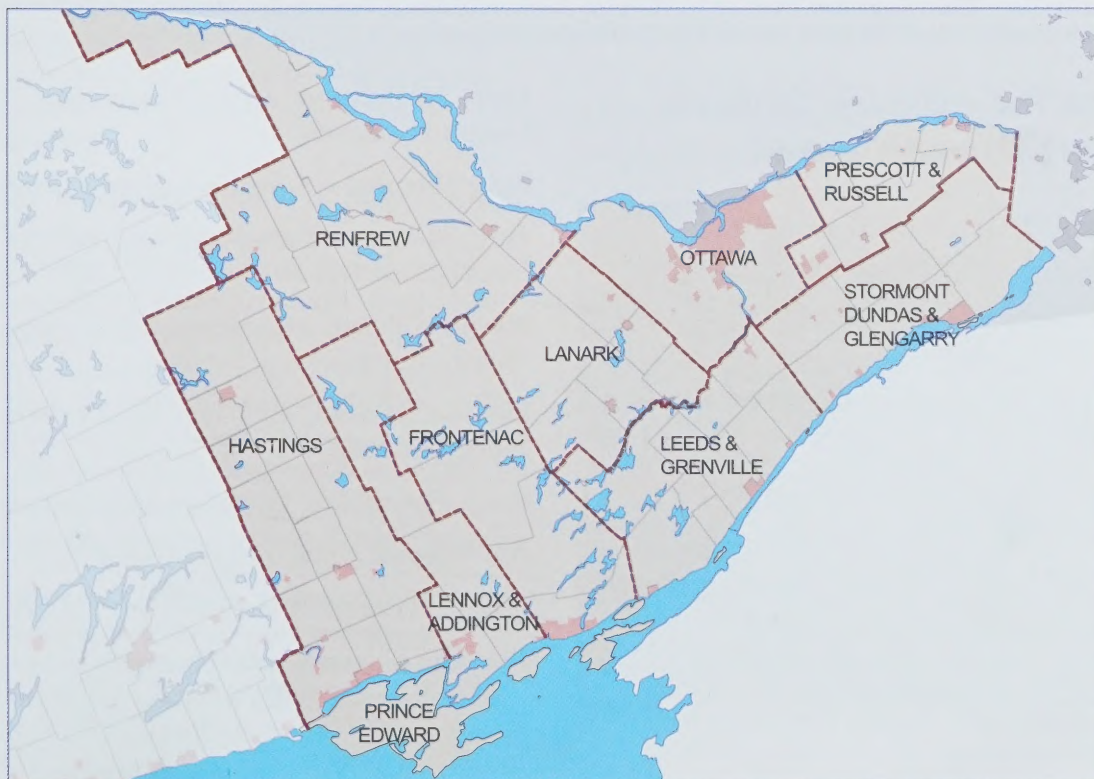
The Ontario government believes that the response to this challenge must come from the people who live in eastern Ontario. On August 16, 2002, the government appointed a Smart Growth panel, one of five, for this zone – a group of leaders from the municipal sector, business, agriculture, environmental and post-secondary education communities – to develop recommendations for bringing growth and prosperity to eastern Ontario.

After ten months of meeting and building consensus, members of the eastern Ontario Smart Growth panel have reached a significant point in their mandate. They have developed draft recommendations that both outline a vision for 2035 and principles so that the Province and its partners can act on now to prepare the region for future growth.

When the eastern panel was established, the Minister of Municipal Affairs and Housing challenged panel members to think creatively and to come up with a bold new strategy to guide eastern Ontario's growth over the next 30 years. The government asked the panel to focus on the region's economic readiness for future growth and its capacity to sustain a high quality of life.

The eastern panel is currently holding public consultations about its draft recommendations detailed in this discussion paper. The public can participate by providing written feedback in response to this discussion paper. (See page 20 for details on submitting comments.) The panel's final recommendations are expected later this summer.

### Eastern Ontario Smart Growth Zone





## Meet the eastern panel

The eastern panel is made up of a diverse group of individuals with expertise in the municipal sector, business, agriculture, post-secondary education and the environment. Although members represent the area's various perspectives, they work in the interest of the zone as a whole.



Courtesy of Smart Growth Secretariat

**Jim Nubel** (shown here with other panel members) is leading the eastern Ontario Smart Growth panel. From left to right: (front row) **Michel Lalonde**, **Larry McDermott**; (middle row) **Marjorie Peart**, **James Taylor**, **R. Carl Cannon**, **Robert van den Ham**, **John Murphy**; (back row) **Terry Murphy**, **Jim Taggart**, **Jim Nubel**, **Tom Van Dusen**, **Eleanor Renaud**, **Rainer Engelhardt**, **Dwight Eastman**

## Meet the eastern Ontario Smart Growth panel:

**Jim Nubel**, retired manager, Enbridge Consumers Gas, panel chair

**Robin Briggs**, IT specialist, Canada Customs and Revenue Agency

**R. Carl Cannon**, CAO, Township of North Grenville

**Barrie Crampton**, president, Lanark Network Associates

**Dwight Eastman**, councillor, City of Ottawa

**Dr. Rainer Engelhardt**, CEO, Ottawa Biotechnology Incubation Centre

**Michel Lalonde**, mayor, Township of East Hawkesbury

**Larry McDermott**, mayor, Township of Lanark Highlands

**John Murphy**, mayor, Town of Deep River

**Terry Murphy**, general manager, Quinte Conservation Authority

**Marjorie Peart**, director, commerce program, Queen's University

**Eleanor Renaud**, councillor, Elizabethtown-Kitley Township

**Doug Thompson**, councillor, City of Ottawa

**Jim Taggart**, chair, Taggart Group

**James Taylor**, mayor, Prince Edward County

**Tom Van Dusen**, freelance writer



## A vision for 2035

The panel's initial task was to develop a vision statement of what eastern Ontario could be like in the future. The panel created the following vision statement to guide its work:

**In 2035, eastern Ontario will be a dynamic and prosperous place to live, work and play in harmony with the natural environment. The region's vibrant rural and urban communities, steeped in tradition and rich in history, will continue to attract people seeking a balanced, high quality of life. Growth of the region's communities will respect and incorporate the area's natural assets, ensuring a positive legacy for future generations.**

**Eastern Ontario will be known for its thriving social and cultural assets and highly skilled workforce combined with a strong and diverse economy. People of all ages will have choices in exciting work and economic opportunities as the region's economy continues to be fuelled by its world-class educational institutions, leading-edge technology industries, agricultural assets, manufacturing and natural resources, in conjunction with first-class infrastructure and transportation.**

## Everyone has an interest in Smart Growth

It is expected that more than 15 million people will live in Ontario by 2035. That's almost four million more than in 1999. The Ontario government wants all regions of the province — urban, rural and remote communities — to benefit from that growth.

Smart Growth is the government's vision for promoting and planning for growth in ways that create strong economies, build vibrant communities and promote clean, healthy environments.

**Builds consensus:** At its core, Smart Growth is about building consensus and creating partnerships. That's because growth issues cross municipal boundaries and government jurisdictions; they encompass such areas as transportation, infrastructure and land use; and they affect stakeholders differently. To get everyone working toward the same goals requires building consensus among key stakeholders, integrating decision-making within and among governments and gaining broad public support.

**Promotes and manages growth:** Smart Growth welcomes growth for its ability to generate new businesses, jobs and the revenue necessary to support the services we value. As much as it

welcomes growth, this initiative recognizes that growth must be managed to protect the environment and ensure residents a high quality of life.

**Looks at the big picture:** Smart Growth asks us to take a longer-term view in planning for growth. It calls for being more strategic about where public money is spent. In other words, Smart Growth is a plan for further improving quality of life across the province — strategically and in ways that are right for each zone.

For more information and for examples of Smart Growth initiatives, visit [www.smartgrowth.gov.on.ca](http://www.smartgrowth.gov.on.ca).



Photo credit: Rick Chard



## How the panel arrived at its advice

The eastern panel examined important issues concerning infrastructure, the labour force, agriculture, the environment, tourism, manufacturing, the high-tech sector and other key elements of the zone's economy.

Eastern Ontario is a region faced with two growth issues. First, the Ottawa area is dealing with high population growth and related challenges, such as traffic congestion and land-use pressures. Second, many other communities in the zone need growth to achieve their economic potential.

To address these issues, the panel has aspired to provide the right conditions for all municipalities in eastern Ontario to achieve their full potential. For eastern Ontario, this means building economic opportunity and prosperity while retaining a healthy environment and a quality of life that residents currently enjoy.

It became clear throughout the panel's deliberations that in seeking a balanced approach for growth the natural environment must be considered when making recommendations. With an abundance of natural features and biodiversity in eastern Ontario, the panel recognizes the underlying need to address the environment as something to both protect and promote.

The panel met monthly in communities throughout the zone and sought advice from provincial ministries, federal departments, municipal representatives, private-sector experts, research organizations and individuals. The Smart Growth Secretariat, working with the chair, coordinated the panel's fact-finding efforts and arranged all presentations. Provincial and federal government staff were on hand to assist and observe.

## Principles for eastern Ontario

To help make its vision a reality, the panel developed a set of Smart Growth principles for eastern Ontario to guide its recommendations. These principles outline how the eastern zone can enjoy the benefits of growth, while protecting its high quality of life.

**Lifestyle choice:** Eastern Ontario will grow in a manner that provides choices for future generations to live, work and play in communities that reflect their lifestyle needs and the richly diverse cultural heritage. Growth throughout the zone will provide access to a range of housing and employment options and human services.

**Sustainability and balance:** Sustainable growth will be based on community values. The panel recognizes and celebrates the unique geography, culture, heritage and diversity of eastern Ontario. Future growth will address the diversity of urban and rural communities, while respecting unique community aspirations.

**Collaboration and integration:** The economy of eastern Ontario can experience significant growth built upon its leadership in technology, research and development, biosciences, primary industries and homegrown innovation. Through stronger, integrated networks in sectors such as economic development and tourism, governments and private-sector agencies will work together to link investment and entrepreneurs in a manner that promotes innovation, and a diverse and dynamic economy.



Photo credit: Rick Chard





Photo credit: Rick Chard

**Environmental blueprint:** The natural environment will continue to be a major contributor to the economy and quality of life in eastern Ontario. The natural assets and cultural heritage of the region will help shape the future growth of communities and the economy.

**Comprehensive planning and the environment:** Communities should be planned in a manner that takes into account broader environmental issues that transcend municipal boundaries, such as ground and surface water, agricultural land resources and other locally and provincially significant environmental features. As well, all municipalities within eastern Ontario are encouraged to plan for growth in a manner that reflects their community values and demographic trends, so that future growth can be accommodated in a manner that provides the most efficient use of land and infrastructure.

**Tourism and the environment:** The varied natural assets of eastern Ontario will provide a variety of cultural and recreational opportunities that will draw an increasing number of tourists to the area.

**Infrastructure for healthy, prosperous communities:** The panel recognizes that there is a need for long-term infrastructure planning, with the big picture in mind. This should be based on a process that incorporates local, regional, provincial and federal priorities.

While planning will be largely based on local decisions, it will incorporate broader regional priorities that seek to optimize and enhance the long-term sustainability of infrastructure and build overall economic readiness. Decisions will promote the efficient use of land and infrastructure and provide access to an essential level of physical and human services, such as:

- a clean, reliable supply of water;
- comprehensive health care services;
- a range of transportation choices;
- environmentally sustainable waste management; and
- modern communications infrastructure (such as broadband), with service levels that are appropriate to each community.

**Strong urban economies:** Ottawa, Kingston and the zone's other major urban centres will be key components in the zone's overall growth and prosperity. They will provide critical economic and cultural resources and linkages between eastern Ontario and the world.

**Enriching smaller communities:** Small town and rural communities will continue to provide a stable and diversified base to the eastern Ontario economy and way of life. The primary industry sectors, such as agriculture, forestry and aggregates, will provide increasing depth to the economy as it builds on its strengths and increases its linkages to other market sectors. Support across the zone for business retention and expansion of legacy industries will promote the future health and vitality of eastern Ontario's economy.



## Eastern Ontario Smart Growth Zone



### Smart Growth eastern zone

The Smart Growth eastern zone extends from Prince Edward County in the west, north past Bancroft to Deep River and east past Cornwall to the Quebec boundary. It includes the cities of Quinte West, Belleville, Kingston, Brockville, Ottawa, Cornwall and Pembroke. The region is known for its high quality of life, strong communities, and a choice between rural and urban lifestyles.

Eastern Ontario has easy access to major markets in Ontario, Quebec, the northeastern United States as well as international markets. The region has a solid economy, based on a variety of traditional sectors – agriculture, manufacturing and tourism – and significant high-tech and biotech clusters.

The zone is home to the nation's capital as well as world-renowned universities and colleges.



There are many natural assets – historic waterways such as the St. Lawrence and Ottawa rivers, and the Thousand Islands. The Land O’Lakes region, north of Kingston, is eastern Ontario’s cottage country featuring hundreds of lakes, rivers and streams. As well, 34 per cent of eastern Ontario’s land base is forested. The region is home to many historical tourist attractions such as the national capital region, Old Fort Henry, and many historic villages and towns.

These natural features and attractions contribute significantly to the quality of life and to the economy, helping to generate about \$2.7 billion in tourism every year. Panel members recognize that the natural environment is an asset of inestimable worth that must be protected. The panel is advocating enhanced environmental stewardship throughout the region.

The population of eastern Ontario has grown steadily in the past decade. In 2001, the population of the region was 1.5 million, an increase of 150,000 people in ten years. This growth has been unevenly distributed throughout the zone’s 90 municipalities. Ottawa and Kingston (and municipalities within easy commuting distance of these cities) have enjoyed the most population growth. In many other smaller communities and in rural areas, the population has held

steady or has declined. It is expected that the population of the zone will grow by more than 300,000 people by 2035, with more than half of that growth in Ottawa.

Despite this projected population increase, eastern Ontario will likely face a shortage of tradespeople in the near future. For example, in construction, the demand for skilled workers could soon exceed supply, mainly due to retirement. The region must renew its employment base in skilled trades, and must take steps to foster growth of emerging industry clusters.

Eastern Ontario faces several other economic challenges. The new economy is playing an increasingly important role in the zone. While urban centres, such as Kingston and Ottawa, have the necessary communications infrastructure to remain competitive, most small communities and rural areas do not. These communities lack access to high-speed Internet and other broadband technologies.

Good infrastructure is important to maintaining a strong economy and healthy communities, and has supported eastern Ontario’s past economic success. However, because of the high cost of new infrastructure, priority should be given to regionally significant projects, which can bring benefits to a broad area.



Photo credit: Rick Chard



## The panel wants to hear from you

The eastern panel's draft recommendations identify what the province and others can act on to promote growth and create prosperity in eastern Ontario. If you wish to comment on the panel's draft recommendations, please consider the following questions when submitting comments to the panel. (See page 20 for additional information on submitting comments to the panel.)

- What do you like about the draft recommendations?
- What would you change?
- How important are these draft recommendations to the future of eastern Ontario?
- What has to happen for these draft recommendations to be successfully implemented?

## Panel's draft recommendations

What is the number one recommendation of the eastern Ontario Smart Growth panel? Panel members think no single recommendation is more important than any other. Rather, they are designed to work together to address future growth promotion and management needs across eastern Ontario. To ensure success, the panel suggests that certain measures be put in place to continue the momentum of Smart Growth:

- building accountability into the growth strategy via the creation of an expert advisory committee to monitor the implementation of the panel's recommendations and to advise the government on growth issues affecting eastern Ontario;
- harmonizing the collection of vital economic data about the zone (e.g., workforce statistics) that would be readily available for analysis; and



- improving coordination at all levels of government in the development and delivery of programs and policies (such as initiatives to increase tourism and economic development) in order to better serve the needs of eastern Ontario.

The eastern panel has produced 41 draft recommendations. Much of this advice deals with enhancing environmental protection, renewing the region's infrastructure and heightening economic readiness. Panel members are confident that they have laid the foundation for a sound Smart Growth strategy and a prosperous future for eastern Ontario.

## Discussion Framework

The panel initially established a vision statement and a set of principles to guide its recommendations. The panel then focused its discussion on three main topics: the zone's economy, the environment and the region's quality of life. Throughout its deliberations, panel members identified a number of categories to provide a framework for the development of concrete steps and recommendations toward making the vision statement a reality. These categories are discussed independently below, but they are interconnected. As well, the categories support the panel's task of examining the region's economic readiness for future growth and its capacity to sustain a high quality of life. The three categories are:

1. **Promoting our communities' unique assets and quality of life;**
2. **Enhancing environmental stewardship; and**
3. **Building economic opportunity and prosperity.**



# 1. Promoting our communities' unique assets and quality of life

The panel's first draft recommendation relates to the region's high quality of life. The large and small communities of eastern Ontario are among the most historic in Canada, and the natural environment of the region is superb. The panel's advice recognizes the value of these assets and the vital role that they have played in the region's development.

The panel feels strongly that decision-makers should manage growth in a way that protects the natural environment, ensures public health and safety through appropriate access to basic services (such as clean water, transportation choices, health care and telecommunications), and brings greater economic benefits to the entire zone. The panel considers preserving the valued components of eastern Ontario's community lifestyles, such as the range of cultural and recreational activities, a priority.

The panel also believes that infrastructure investments in the centres of Ottawa and Kingston can have regionally significant positive implications for the eastern Ontario economy and service delivery. Such investments, however, should not be considered as a substitute to assisting or addressing the legitimate infrastructure opportunities or needs of the rest of eastern Ontario.



Photo credit: Rick Chard

## Draft Recommendations

### 1.1 Government and Community Resources

- a) That the Province ensure that all residents of eastern Ontario have timely and reasonable access to comprehensive, high-quality health care services. The panel supports measures such as:
  - community health centres and integrated health delivery;
  - increased use of nurse practitioners, visiting medical doctors and home care;
  - Telehealth Ontario; and
  - provincial efforts to increase admissions to medical schools and ease the certification process for foreign trained doctors and other health care professionals.
- b) That the Province and the federal government work together to provide improved support services to municipalities to allow them to better attract and capture the skills of new Canadians as a means of promoting eastern Ontario as a destination.
- c) That the Province re-examine how public lands, in federal or provincial ownership, are taxed to ensure that municipalities are not adversely impacted.
- d) That the Province explore opportunities to partner with the federal government, municipalities and the private sector to provide a consistent and sustainable funding model, beyond the property tax system, to support the provision of municipal infrastructure.
- e) That the Province should consider the creation of a body, similar in composition to the Smart Growth panel, to monitor the implementation of recommendations and continue to advise the province on growth issues affecting eastern Ontario.



## 1.2 Infrastructure Investments

- a) That the Province encourage infrastructure investments and user incentives that will enhance the availability, ridership and affordability of public transit choices within and between communities of any size.

Examples of such investment include:

- investing in Ottawa’s O-Train;
- integrating fares between inner-city systems (seamless, one-fare systems);
- encouraging private-sector suppliers to fill in inter-municipal linkages;
- Ottawa’s ring road (bypass) study, linked to alternative bridge alignments across the Ottawa River;
- tax incentives for transit passes;
- investing in more park n’ ride facilities;
- implementing or supporting transit-friendly land-use practices in local and upper-tier plans; and
- pooling purchases of transit infrastructure, such as buses, to benefit both large and small transit systems.



Photo credit: Rick Chard

- b) That all levels of government cooperate to establish multi-modal transportation corridors, especially within existing highway transportation corridors. Multi-modal transportation should also be incorporated in future highway construction and at other appropriate locations.
- c) That the Province support and work with municipal and federal governments and U.S. federal and state representatives to improve the efficiency of the movement of goods at the international border crossings of Ogdensburg, Ivy Lea and Cornwall.
- d) That all levels of government and stakeholders explore options (such as tax incentives to encourage alternative means of transporting goods) designed to slow the growing volume of truck traffic and reduce the need for massive investment in highway expansions.



Photo credit: Rick Chard



## 2. Enhancing environmental stewardship

The natural environment is recognized for its significant contribution to the quality of life and to the economic well-being of eastern Ontario. The panel celebrates the zone's natural assets, such as clean drinking water, productive agricultural soils and outstanding natural heritage features. Tapping these vital resources in ways that respect the environment will offer many opportunities for future economic growth in areas such as biotechnology and international tourism. The panel feels strongly that environmental stewardship should be a shared responsibility among governments, industry and the public. The panel also considers the environment to be a vital component of the community and the economy.

### *Draft Recommendations*

#### 2.1 Environmental Policy and Information

- a) That the Province provide the necessary policy, information management and technology support to municipalities to integrate the zone's natural assets into local growth management decisions. This would include data and mapping support to better protect agricultural lands, forests, water sources, mineral aggregates, wetlands and the other natural heritage features of eastern Ontario.

- b) That provincial policy reflect the need for provincial and municipal governments and other partners to manage the environment on a watershed basis, particularly as it relates to water conservation and protection.
- c) That the Province, local governments and other partners ensure that complementary and consistent environmental policies are in place and upheld across jurisdictions, in order to protect watersheds and environmentally significant areas from encroachment of land development. The panel requests that the province review its policy statement to ensure that it provides clear direction for municipalities.

#### 2.2 Energy

- a) That all levels of government promote the production and use of alternative cleaner-burning fuels, such as ethanol, natural gas, biodiesel and others as a way of reducing the impact on the natural environment. Efforts could include:
  - rebates for hybrid vehicles;
  - tax incentives to industry to develop and produce cleaner burning fuels; and/or
  - use of alternative fuels.



Photo credit: Rick Chard



## Existing Natural Heritage Features



- b) That all levels of government make the efficient use of energy a priority by promoting the production of alternative energy such as wind power. Efforts could include:
- ensuring regulations promote the generation of various sources of power;
  - expanding the Energy Star program; and
  - exploring co-generation opportunities.

### 2.3 Waste Management

- a) That the Province, in partnership with Waste Diversion Ontario (WDO) and the private sector, continue to prioritize its efforts to maximize alternative ways for waste diversion and continue to explore alternative cost-effective means of waste disposal and other newly emerging technologies as alternatives to municipal landfills. Examples include:
- user pay;
  - packaging regulations; and
  - recycling programs such as Alberta's tire recycling program.



- b) That all municipalities be required to implement waste recycling programs.
- c) That the panel support Waste Diversion Ontario's mandate to develop, fund and implement waste diversion programs. The panel further recommends that WDO ensure that all municipalities in Ontario have the means to implement recycling programs and that these programs form part of a larger provincial strategy with specific targets.

## 2.4 Infrastructure

- a) That all three levels of government share the costs associated with upgrading the existing primary sewage treatment facilities in the communities of Brockville, Prescott, Iroquois, Morrisburg, Cornwall and Renfrew to secondary or tertiary treatment. This priority initiative would better protect the environment and maintain a state of economic readiness for those communities.

## 2.5 Environmental Management

- a) That the Province move as fast as possible to implement the recommendations and directions provided by the Advisory Committee on Watershed-Based Source Protection Planning, as outlined in its report entitled, *Protecting Ontario's Drinking Water: Toward a Watershed-Based Source Protection Planning Framework*. The panel recognizes, in particular, the need to proceed with the committee's recommendations on engaging in broader public consultation on the recommendations of the committee, the development of an Ontario-based threat assessment and the need to review existing legislation.

- b) That the Province work with municipalities and the federal government to develop more streamlined environmental approval processes. Options include:

- the combining of federal and provincial environmental assessment approvals processes;
- the greater use of peer review; and/or
- the assignment of a one-window approval body.

A streamlined process will promote economic readiness without compromising the environment.

- c) That the Province, municipalities and local agencies work together to examine current land stewardship programs to ensure that future efforts are better coordinated and contribute to the overall priority needs of individual watersheds.





- d) That the Province examine the costs associated with the delivery of local environmental programs and consider new funding options. These funding options would help to ensure that those communities with a smaller property tax base can continue to provide effective watershed management.



Courtesy of the Ministry of Municipal Affairs and Housing

## 2.6 Contaminated Sites

- a) That the Province continue to work with municipalities and industry to explore opportunities to promote the identification and remediation of contaminated sites. The panel recommends measures such as:
- additional educational materials and promotion to increase public and industry awareness;
  - legislative options to continue to streamline site remediation; and/or
  - alternative financial incentives.

## 3. Building economic opportunity and prosperity

The strength of eastern Ontario's economy is based on its ability to diversify and innovate. Its entrepreneurial spirit and talented workforce are critical to creating a sense of opportunity. These assets will fuel the zone's ability to attract continued growth for its communities and enhance its contribution to Ontario's overall economy.

The panel recognizes the importance of improving the linkages between its communities and the global economy. Improved linkages are essential to the future prosperity of eastern Ontario. The panel believes that it is a priority to ensure that the necessary economic infrastructure (i.e., capital, technology and mobility) is available throughout the zone to provide the necessary links to local and global markets.

Initiatives such as the City of Ottawa's cluster-based approach to economic development lead to the identification and the nurturing of emerging clusters (e.g., biosciences), as well as provide ongoing support for existing clusters.

The panel also recognizes that infrastructure investments in Ottawa and Kingston can have regionally significant implications for the zone's economy and for service delivery throughout the region. The panel strongly believes that such investments should not be a substitute for addressing the legitimate infrastructure needs of the rest of eastern Ontario.

As well, to succeed and prosper in the global economy, eastern Ontario needs a trained and highly skilled workforce. The eastern panel believes that the high-tech and biotech industries should not be the sole focus of the zone's training programs and educational institutions. The region must also build its employment base in the skilled trades sector, as projections indicate the region will likely face a shortage of skilled labour in the future.



## Draft Recommendations

### 3.1 Economic Infrastructure

- a) That the Province increase efforts to promote skilled trades and apprenticeship programs. The panel recommends possible examples such as:
- re-introduction of instructional programs in high schools and regional colleges;
  - increased access to funding for tools and equipment for skilled trades apprenticeship; and
  - tax incentives for employers to encourage purchase of tools and equipment to support development of skilled trades.
- b) That the Province encourage post-secondary institutions to develop programs in knowledge-based industries, business management and the broader biotechnology industry.



- c) That the Province lead discussions with the federal government and municipalities to develop a better coordinated program of workforce training, apprenticeship programs, and accreditation of foreign-trained workers, providing a stronger link between the needs of employers and the programs offered by the Province and local training boards. Such discussions should include the completion of a Labour Market Development Agreement between the Province and the federal government.
- d) That the Province should make high-speed communication infrastructure (hard and soft) available to all sectors of all communities to foster quality of life, economic development and sustainability as a means to making eastern Ontario more competitive.

### 3.2 Regional Economic Development

- a) That the Province provide a mechanism for governments and agencies responsible for data and information collection to coordinate their processes to ensure information can be organized in a manner that uses a standard definition of eastern Ontario. At present, information often overlaps the zone's boundaries, making meaningful analysis difficult or impossible.
- b) That the Province better coordinate its economic development efforts across ministries to better tailor policies and programs to meet the specific regional needs of eastern Ontario. This coordination should also promote balanced growth and increased linkages between urban and rural economies.
- c) That the Province recognize eastern Ontario as an economic unit through an umbrella organization to improve branding and marketing of eastern Ontario. This could include the expansion and linking of mandates of organizations, such as the Ontario East Economic Development Commission and the Ottawa Centre for Research and Innovation. Such an organization could provide a broader range of services designed to meet the specific needs of the zone.
- d) That the new umbrella economic development organization undertake, as one of its first priorities, the development of an economic development strategy for the entire zone. Such a strategy would look to build upon the zone's current economic strengths, such as the high-tech industry, agricultural production and manufacturing.





- e) That the Province work with the new umbrella economic development organization to assist in the development and promotion of regional enterprise clusters which build on the zone's existing competitive advantages, in fields such as communications technology, life sciences (i.e., biotechnology), agriculture and photonics. Such an initiative should also include an awareness campaign to educate and attract additional participation from the broader community.
- f) That the Province work with the new umbrella economic development organization to create, as an early priority task, an economic profile for all communities, market sectors and economic components of eastern Ontario. Such a profile would be based on the standardization of data and information on economic indicators, trends and baseline information that can best serve in the development of an economic strategy for eastern Ontario and assist the Province in its development of economic policies and programs.

### 3.3 Regional Perspective - Tourism

- a) That the Province, through its Ministry of Tourism and Recreation, support development of an eastern Ontario umbrella tourism organization that will better coordinate the distribution of provincial funding. This will allow for the pooling of local resources to better promote eastern Ontario as a whole, to the benefit of both large and small operators. That this new umbrella tourism organization work with local municipalities to explore opportunities to enhance and promote trails and corridors linking eastern Ontario's rich environmental features.
- b) That the Province, through the Ministry of Tourism and Recreation, work with the new tourism umbrella organization to develop a business and marketing plan that will incorporate the needs of both small and large operators, and provide a strategy for promoting all of eastern Ontario as a tourist destination.





- c) That the Province support the expansion of bilingualism in the tourism industry, possibly through community colleges that offer service-related programs. This would address the current shortfall in the bilingual workforce in the tourism sector.
- d) That the Province keep the Ontario Tourism Information Centres open all year round.

### 3.4 Economic Asset Development

- a) That the Province contribute to local pools of community economic development venture capital to stimulate local investment in new business and innovation through public and private sector partnerships. Funding options include: low interest loans; the model used by the Community Ventures Capital Fund Inc. in Stormont, Dundas and Glengarry; and the promotion and/or development of angel investors and venture capital funds.



- b) That the Province review the current competitive environment faced by the agricultural industry in eastern Ontario when compared to agricultural operators in adjacent jurisdictions, including Quebec. The Province should take the initiative to introduce options for leveling the economic playing field for eastern Ontario farmers.
- c) That the Province consider initiating a centre of excellence for biotechnology for eastern Ontario by building upon the zone's world-class, post-secondary educational centres, with a biotechnology orientation currently represented in the zone.
- d) That the Province design future rural community development funding programs in a manner that is more reflective of the needs and capacities of smaller rural communities. This could include:
  - more streamlined application processes;
  - recognition of in-kind contributions; and
  - greater flexibility in payment options, etc.



Photo credit: Rick Chard

## Learn more and share your views

The eastern panel is meeting directly with a range of stakeholders to discuss the draft recommendations outlined in this document and holding consultations for the broader public. The public is invited to the consultation sessions to get more information and meet with panel members. To comment on the advice or if you have question, please submit written input through the Smart Growth Web site or by regular mail. (Please use the feedback form available on the Web site.)

Here's how to reach us:

**Eastern Ontario Smart Growth Panel**  
c/o Smart Growth Secretariat  
Ministry of Municipal Affairs and Housing  
16<sup>th</sup> floor, 777 Bay Street  
Toronto, Ontario M5G 2E5

Phone: toll free 1-866-479-9781  
Fax: 416-585-7639

E-mail: [smartgrowth@mah.gov.on.ca](mailto:smartgrowth@mah.gov.on.ca)  
Web site: [www.smartgrowth.gov.on.ca](http://www.smartgrowth.gov.on.ca)

The deadline for submissions is  
**Monday, July 14, 2003.**

The eastern Ontario Smart Growth panel is collecting this information for the purpose of developing its advice to the Ontario government on a long-term growth strategy for eastern Ontario. Any personal information you provide is collected in compliance with Section 38(2) of the *Freedom of Information and Protection of Privacy Act*. The panel may use this information to contact you regarding your comments.



Photo credit: Rick Chard



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## List of Municipalities in Smart Growth Eastern Zone

Total: 90

Addington Highlands, Township of  
Admaston/Bromley, Township of  
Alfred and Plantagenet, Township of  
Arnprior, Town of  
Athens, Township of  
Augusta, Township of  
Bancroft, Town of  
Bathurst, Burgess, Sherbrooke, Township of  
Beckwith, Township of  
Belleville, City of  
Bonnechere Valley, Township of  
Brockville, City of  
Brudenell, Lyndoch and Raglan, Township of  
Carleton Place, Town of  
Carlow/Mayo, Township of  
Casselman, Village of  
Central Frontenac, Township of  
Centre Hastings, Municipality of  
Champlain, Township of  
Clarence-Rockland, City of  
Cornwall, City of  
Deep River, Town of  
Deseronto, Town of  
Drummond-North Elmsley, Township of  
East Hawkesbury, Township of  
Edwardsburgh/Cardinal, Township of  
Elizabethtown-Kitley, Township of  
Faraday, Township of  
Front of Yonge, Township of  
Frontenac, County of  
Frontenac Islands, Township of  
Gananoque, Separated Town of  
Greater Madawaska, Township of  
Greater Napanee, Town of  
Hastings, County of  
Hastings Highlands, Municipality of  
Hawkesbury, Town of  
Head, Clara and Maria, Township of  
Horton, Township of  
Killaloe, Hagarty and Richards, Township of  
Kingston, City of  
Lanark, County of  
Lanark Highlands, Township of

Laurentian Hills, Town of  
Laurentian Valley, Township of  
Leeds & Grenville, United Counties of  
Leeds and the Thousand Islands, Township of  
Lennox & Addington, County of  
Limerick, Township of  
Loyalist, Township of  
Madawaska Valley, Township of  
Madoc, Township of  
Marmora and Lake, Municipality of  
McNab-Braeside, Township of  
Merrickville-Wolford, Village of  
Mississippi Mills, Town of  
Montague, Township of  
North Algona-Wilberforce, Township of  
North Dundas, Township of  
North Frontenac, Township of  
North Glengarry, Township of  
North Grenville, Township of  
North Stormont, Township of  
Ottawa, City of  
Pembroke, City of  
Perth, Town of  
Petawawa, Town of  
Prescott, Separated Town of  
Prescott and Russell, United Counties of  
Prince Edward, County of  
Quinte West, City of  
Renfrew, County of  
Renfrew, Town of  
Rideau Lakes, Township of  
Russell, Township of  
Smiths Falls, Separated Town of  
South Frontenac, Township of  
Stirling-Rawdon, Township of  
Stone Mills, Township of  
Stormont, Dundas & Glengarry, United Counties of  
South Dundas, Township of  
South Glengarry, Township of  
South Stormont, Township of  
The Nation, Municipality of  
Tudor and Cashel, Township of  
Tweed, Municipality of  
Tyendinaga, Township of  
Westport, Village of  
Whitewater Region, Township of  
Wollaston, Township of

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## NOTES





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